

FACULTY RIGHTS AND RESPONSIBILITIES

PREAMBLE

FACULTY RIGHTS AND RESPONSIBILITIES

PART ONE

FACULTY RIGHTS AND RESPONSIBILITIES

I. THE FACULTY

The faculty consists of all full- and part-time teaching and library personnel and those in shared appointments holding the ranks defined in Part One, IV Categories of Appointments to the Faculty, Topics A (Tenure-track Appointments), B (Pre-tenure-track Appointments), C (Non-tenure-track Appointments). The rights and privileges of faculty members vary according to type and status of appointment. These rights are defined in various parts of the Handbook. See in particular Part One, Article V Appointment to the Faculty, Part One, Article IX Tenure, Part Four, Benefits, Part One, Article XX Faculty Governance, and Part Two, I Faculty Meeting By-Laws, Article I The Faculty Meeting, Topic C Eligibility to Vote.

II. FACULTY STATUS

Faculty status and related matters, including appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal, are primarily a faculty responsibility based upon the fact that its judgment is central to general educational policy. Determinations in these matters are first made by the CAPT through established procedures. Recommendations from the CAPT and the Vice President for Academic Affairs are made to the President, who makes final recommendations to the Board of Trustees, which makes final decisions. It is the expectation of the faculty that the President and the Board of Trustees shall, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare and exceptional instances and for compelling reasons, which should be stated in detail. In all instances of disagreement, the President and the CAPT should have an opportunity for further discussion before reporting to the Board.

III. ACADEMIC FREEDOM²

Skidmore College vigorously endorses the principle of academic freedom.

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persons of learning and as educational officers, they should remember that the public may judge their profession and the College by their utterances. Hence they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not institutional spokespersons. The College recognizes the right and the

President for Academic Affairs, the Dean of the Faculty shall notify the appointee of such termination in writing on or before March 1st of the first year of the appointee's contract. If the appointee begins his or her contract in mid year (January), the date for the department's request to the Dean of the Faculty shall be May 31st, and the Dean of the Faculty must notify the appointee of the termination in writing by June 15th. An appointment that is not terminated during the first year shall remain in effect through the third year.

Full-time and shared appointments as Research Associates and Department Assistants will be made for one year, renewable. Appointments to shared positions may be made for those whose areas of expertise are substantially interchangeable.

2. The following titles are currently recognized for professional personnel outside the tenure-track:

a. Library Faculty: Library Faculty are full-time members of the faculty. Promotion from Assistant to Associate Librarian and to Librarian is based upon the promotion criteria specified in the Faculty Handbook: Part One, Article VI, Topic C Non-tenure-track Faculty, 1 Library Faculty, and granted according to the procedures specified in Part One, Article XI Promotion, Topic B Librarian Ranks.

Those Library faculty tenured as of 1993-94 will retain tenure. Library faculty whose appointments were effective prior to July 1, 1994 will have a choice of whether to stand for tenure or for contract renewal at the appropriate time. Library faculty whose appointments take effect on or after July 1, 1994 are eligible only for contract renewals as described below (See Part One Faculty Rights and Responsibilities, Article VIII Reappointment, Topic B Reappointment of Librarians).

b. Artist- or Writer-in-Residence: An Artist- or Writer-in-Residence is a full-time teaching member of the faculty. The title recognizes achievement, experience, and acclaim. The appointee may or may not have the academic credentials required for appointment at a professorial rank. Promotions to Senior and to Distinguished Artist- or Writer-in-Residence are granted by the Dean of the Faculty upon the recommendation of the department.

c. Visiting Artist- or Writer-in-Residence: A visiting artist- or writer-in-residence is a full-time teaching member of the faculty appointed for fewer than three years.

d. Visiting Professor or Librarian: A visiting professor or librarian is usually a full-time member of the faculty appointed at one of the professorial or librarian ranks for a limited time. The title reflects the possession of appropriate academic credentials.

e. Trustee Visiting Scholar: A funded position identified by the Board of Trustees to enable the College to enhance the diversity of the faculty. Appointment to this full-time non-tenure track position is for one year and is renewable for an additional year. Trustee Visiting Scholars may be appointed in any department with preference given to those department gremwafg Schr-ap7(g7(n i)he C)7(oll)7(oll)7((e)6dThose)6e Cr-in-R(l)1(n)6(wafg (a)6(Wr)-aff8(ai/l)1(y)764

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i. Research Associate: This is a non-teaching, non-salaried appointment. The College will provide office and/or laboratory space if possible and use of library, computing, and recreational facilities. The research associate may apply for external research funding as a member of the College, and is expected to contribute to the overall scholarship of the department to which he or she is assigned.

j. Department Assistant: Full- or part-time appointments to assist the members of the teaching or library faculty.

3. The creation of any new faculty titles and descriptions must be approved by the faculty. Changes in status or title of any faculty appointee must be made in accordance with procedures for appointment or promotion as stated above in Part One Faculty Rights and Responsibilities, Article V Appointments to the Faculty and Article XI Promotions.

E. Appointments to Endowed Chairs

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Endowed Chairs are appointed by the Vice President for Academic Affairs in consultation with the Dean of the Faculty, the CAPT, the Department, and, when applicable, the Program concerned. Appointment to an endowed chair is a mark of distinction conferred by the institution upon a current faculty member or, less typically, upon a faculty member expressly hired into the chair. Term lengths may vary in accordance with donor wishes and program needs. Support for endowed chairs may enable the College to appoint individual faculty in several rotating configurations: rotation within a department or discipline, or rotation across departments in a division, e.g., the sciences, the humanities, etc. Support for endowed chairs may also make possible residencies of varying lengths to allow programs at the College to supplement current offerings.

VI. EVALUATIVE CRITERIA FOR CONTINUED SERVICE

A. Tenure-track Faculty

Decisions to reappoint, promote, or tenure faculty members at Skidmore are based on the quality of their credentials in three areas: performance as teachers, achievement as scholars or artists, and contribution to the welfare of the college community beyond the classroom. Teaching of high quality is paramount, the primary criterion for retention or advancement; no degree of excellence in scholarship or artistic achievement, no record of unusual productivity will compensate for unsatisfactory teaching. Yet high-quality teaching is but one of three criteria, and alone will not suffice. Skidmore seeks to develop and retain first-rate teacher-scholars whose professional achievements beyond teaching demonstrate a will and capacity to make significant contributions to the arts or to learning in the appropriate field. Skidmore also expects faculty members to assume responsibility for the common life of the institution in ways that are commensurate with their interests and roles and with the institution's purpose.

TEACHING: Whereas the primary importance given to teaching follows from Skidmore's mission as an undergraduate institution, the college recognizes that effective teaching takes many forms, is probably inseparable from the instructor's personality, and may be more an art than a science at its core. Hence it defies summary or categorical attempts to describe it. Generally speaking, however, successful instruction exemplifies a sustained interest in teaching as a vocation that cuts across courses irrespective of their disciplinary or interdisciplinary content and encompasses skills that fall into three overlapping categories: (1) course management and design, (2) classroom manner, modes of presentation and delivery of course materials, and (3) knowledge and mastery of one's subject.

(1) Specific evidence of effective course management might include care in the selection of texts and shaping of syllabi; thoroughness and fairness in evaluating student work; adherence to high standards; thoughtful class preparation. (2) Evidence of effective modes of delivery might include organized presentations; a contagious enthusiasm for one's subject; an ability to foster creativity; skill in generating



VII. RIGHTS, OBLIGATIONS, AND RESPONSIBILITIES OF ALL FACULTY

A. Rights of Members of the Faculty

Rights of members of the Faculty include, but are not limited to, the following:

1. All members of the faculty, regardless of status or rank, are entitled to the Academic Freedoms described previously (Part One, Article IV Academic Freedom and Tenure). Faculty members who believe there have been violations of their academic freedom and rights may bring such grievance to the CAFR.
2. All faculty members have the right to receive from their department Chairs written evaluations of their performance; annually if non-tenured, every three years if tenured, or if Library faculty in more than their sixth consecutive year of continuing service, or more frequent informal reviews at the individual's request. (see Part One Faculty Rights and Responsibilities, Article XV Appointment and Review of Department Chairs, Topic D Obligations Pertaining to Department Chairs, 3). These written evaluations are intended

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iii. In either (i) or (ii), the result of a finding in favor of the appointee will be to return to the department for reconsideration.

2. Third Year

a. An appointee considered by the department to be a candidate for reappointment at the end of the second

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h. Candidates for reappointment shall have access to all written materials immediately following notification of the Vice President for Academic Affairs' decision. These materials may not be photocopied.

i. The Vice President for Academic Affairs shall convey the result of a review to the candidate on or before May 1st.

B. Reappointment of Librarians

During the second and third year of service, Library faculty will be evaluated according to the same principles and procedures described herein for tenure-track faculty. In the sixth year, the evaluation process will include at least one faculty member from another department who indicates his or her willingness to serve, chosen by the Vice President for Academic Affairs in consultation with the CAPT. For contracts beyond the sixth year, the reappointment procedure is that of the third year, with the department making a recommendation to the Vice President for Academic Affairs. In the case of a disagreement between the department and the Vice President for Academic Affairs, the CAPT will provide an additional recommendation for the President's consideration. If the candidate is denied reappointment, he or she may appeal if she or he receives the support of two-thirds of the faculty who participated in the initial review (including the candidate) or of the Vice President of Academic Affairs. Appeals in the sixth year will be referred to the CAPT for an additional recommendation to the President.

After the initial six years, Library faculty who are reappointed will receive contracts of alternating lengths of four and three years with reviews in the penultimate year of each contract. If the review is negative, the faculty member will be given a probationary contract, the minimal length of which will be one year. The length of the probationary contract can be extended by a recommendation of the Chair to the Vice President for Academic Affairs for a period not to exceed three years. Those on probationary contracts exceeding one year will receive annual reviews by the Chair and a full departmental review in the fall of the final year of the contract. Those on single year probationary contracts will be reviewed by the department in the fall of their probationary year. If the departmental review is negative and the Vice President for Academic Affairs concurs, the department member receives a terminal year. If the department and the Vice President of Academic Affairs disagree, the case is sent to the CAPT for a third recommendation to the President.

C. Reappointment of Artists- and Writers-in-Residence

between the department and the Dean of the Faculty, the Vice President for Academic Affairs shall convene an ad hoc group of three current department chairs (excluding the chair of the candidate's department), which shall provide a third recommendation. The Vice President for Academic Affairs makes the final reappointment decision. If the Vice President's decision is negative, the department member receives a terminal contract for a final year.

After the initial six years, Artists-in-Residence and Writers-in-Residence who are reappointed will receive contracts of alternating lengths of four and three years with reviews in the penultimate year of each contract, except for those on shared appointments who will be reviewed every three years. If the review is negative, the faculty member will be given a probationary contract of one year and will be reviewed by the department for contract renewal by February 15th of that year. (In the case of those on shared appointments who teach only in the spring, the date shall be April 15th.) If the departmental review is negative, and the Dean of the Faculty concurs, the faculty member will be informed by March 1st that he or she will receive a terminal, one-year contract. In the case of a disagreement between the department and the Dean of the Faculty, the Vice President for Academic Affairs shall convene an ad hoc group of three current department chairs (excluding the chair of the candidate's department) who shall provide a third recommendation. The Vice President for Academic Affairs makes the final reappointment decision. If the Vice President's decision is negative, the department member receives a terminal one-year contract.

D. Reappointment of Teaching Associates

During the second and third year of service, Teaching Associates will be evaluated. Each department shall follow its established procedures for evaluating candidates for reappointment and promotion. The Chair will file these procedures with the Dean of the Faculty and make them available to the candidate well in

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b. The department must present clear and decisive evidence concerning the individual's professional quality and the department's need for the candidate's particular abilities in its projected programs.

c. If the department and the Dean of the Faculty differ, the Vice President for Academic Affairs will convene an ad hoc group, consisting of the Chairs of other departments with teaching associates, who will provide an additional perspective. The Vice President for Academic Affairs makes the final decision.

d.

1. Full-time members of the faculty who are at the rank of Assistant Professor or above shall become candidates for tenure at the beginning of the fall term of their sixth year of service as faculty members.⁷ The timing of tenure consideration will be determined by the faculty members in consultation with the chair of the department and the Dean of the Faculty at the time of the first reappointment.
2. Faculty members in shared positions will be considered for tenure individually but simultaneously as early as their sixth year or as late as their ninth year of service at the College. If one tenured partner leaves the position, the remaining tenured partner will be granted an individual, full-time tenure appointment to the previously shared position; he or she may not retain his or her portion of the shared contract in the absence of the other partner. The tenuring of partners for part-time employment on a shared appointment arrangement constitutes a special tenure situation limited to such contracts.
3. Those initially appointed to the ranks of Associate Professor or Professor, without prior tenure, may choose to become candidates for tenure at the beginning of the fall term of their fifth year of service as faculty members; those with tenure at a previous institution may choose to become candidates for tenure as early as the beginning of the fall term of their second year of service as faculty members. Faculty members denied tenure will be given a terminal year.
4. Part-time appointees are not eligible for tenure. Should such an appointment become full-time, the part-time service may accumulate, at the option of the faculty member after consultation with the Dean of the Faculty and department Chair, toward the service requirement for tenure eligibility to a maximum of three years in full year increments. Partial year accumulations will not count toward tenure.
5. A candidate for Vice President for Academic Affairs or Dean of the Faculty may, prior to such an appointment, be evaluated for tenured appointment as Professor by the academic department(s) appropriate to the candidate's professional field (see Part Two, Article IX, E Procedures For Granting Tenure, 11). The department evaluates by "Guidelines for Advancement in Rank," according to Part One Faculty Rights and Responsibilities, Article XI Promotion, A Professorial Ranks, 2 c and consonant, where appropriate, with "Procedures for Promotion" in Part One, Article XI, Topic A, 1.

D. Criteria for Determining Years of Service

1. For faculty members, the service year coincides with the academic year. The academic year begins at the start of the fall term and ends with the close of the spring term. For each academic year that a faculty member holds a full-time appointment, that person will be considered to have given a year of service. Other than those visiting instructors described above, faculty members who move from "visiting" to "tenure-track" status may choose, in consultation with the Dean of the Faculty and the CAPT, to have or not to have the "visiting" years count toward tenure; the decision must be specified in the letter of appointment to the tenure-track position.
2. A faculty member whose initial appointment begins in the middle of the academic year has the option of having the first semester of service count as one full service year or not count at all. This option must be decided upon at least one year before the faculty member can be considered for tenure. The chosen option must be specified by the faculty member to the Dean of the Faculty in writing.
3. In the case where a faculty member is granted a leave of absence without pay, whether the leave is for a full year or one semester, the faculty member may choose to have the year count as a year of service or not count at all. This option must be decided upon at the time the leave is granted, and must be specified in the letter granting the leave. (See also Part One Faculty Rights and Responsibilities, Article XII Leaves of Absence.)

E. Procedures for Granting Tenure

⁷ The first semester of mid-year appointments may or may not count toward tenure at the option of the candidate

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1. The decision to grant tenure rests with the Board of Trustees. The Board acts upon the recommendation of the President who in turn acts in consultation with the Vice President for Academic Affairs, the Dean of the Faculty, the Chair(s) of the department(s) concerned and the CAPT.

2. The CAPT shall annually disseminate its calendar, its operating code, and the operating codes of the Tenure Appeal Committee to all faculty.

3. The CAPT has the responsibility of securing information with respect to the candidate's teaching competence, professional accomplishment, and service to the academic community. Sources of this information include:

a. Full-time faculty and those holding shared appointments in the department concerned (in the ranks defined in Part One, Article V Appointments to the Faculty, Topics A Tenure-track Appointments and C Non-tenure-track Appointments, 2.b Artist- or Writer-in-Residence) who are in at least their third year of full-time service at Skidmore;

b. Department Chair;

c. Program Directors (where appropriate);

d. The CAPT will secure information concerning a candidate in an ID program from all members of the ID Program Personnel Committee. The Program Director (or PPC Chair if the Director is the candidate) will represent the Program position with regard to tenure.

e. Sources suggested by the candidate under consideration including Administrative Officers, the Coordinator, or

b. The Chair will advise the candidate in creating a file of materials documenting the candidate's qualifications for tenure.

c. Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do not recommend tenure, and why, according to the criteria for continued service (as found in Part One Faculty Rights and Responsibilities, Article VI Evaluative Criteria for Continued Service, Topic A Tenure-track Faculty).

d. The Chair, in the letter of evaluation for the candidate, shall clearly state the procedures employed in reaching a departmental recommendation. The Chair shall clearly state whether the department does or does not recommend for tenure, and why, according to the criteria for continued service. Furthermore, the Chair shall clearly state the extent to which a candidate's particular abilities will continue to be needed, as far as the department's future can be projected.

6. After conducting its deliberations, the CAPT reports its recommendations to the President, the Vice President for Academic Affairs, and the Dean of the Faculty. The Vice President for Academic Affairs then consults with the Dean of the Faculty. In the event of a disagreement between the Vice President for

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recommendations from all members in that same department. These procedures correspond to those for tenure candidacy and evaluation specified in the Faculty Handbook, Part One Faculty Rights and Responsibilities, Article IX Tenure, Topic E Procedures for Granting Tenure, but may reasonably exclude

not photocopy the materials which the CAPT had in its original deliberations. Whenever testimony is given by the candidate or the advocate, both shall be present.

3. The Tenure Appeal Committee may consult with the President, the Vice President for Academic Affairs, the Dean of the Faculty, or members of the candidate's department at any time.
4. The operating procedures to be followed by the Tenure Appeal Committee will be made available to the candidate well in advance of the proceedings. The Chair of the CAPT shall preside over appeal proceedings.
5. The Appeal Committee shall conduct a review only once.
6. The Appeal Committee shall convey its written recommendation to the President upon completing its deliberations.
7. The President shall decide about appropriate action and shall convey the result of a review in a letter to the candidate, and shall state therein the reasons for recommending or not recommending tenure. The letter will be sent within 10 days of receipt of the Appeal Committee's recommendation, with copies to the Appeal Committee, the Vice President for Academic Affairs, and the Dean of the Faculty.

X. DISCIPLINE OF TENURED FACULTY

The appointment of a tenured faculty member may not be terminated nor status reduced except for cause and after thorough investigation. In the event of such a situation, the faculty member may request either (1) an investigation and hearing by the Vice President for Academic Affairs, the Dean of the Faculty and the Committee on Appointments, Promotions, and Tenure, (2) a hearing before the Committee on Academic Freedom and Rights, or (3) a hearing before a joint trustee committee and the CAPT or a joint trustee committee and the CAFR.

Comment [MEK6]: Deleted per FEC 10/26/06 as we no longer

XI. PROMOTION

A. Professorial Ranks

1. Procedures for Promotion:

- a. Promotions are granted by the Board of Trustees upon the recommendation of the President, who consults as necessary with the Vice President for Academic Affairs, the Dean of the Faculty, the CAPT, and the Chair of the department concerned. Except in the case of the Library faculty, the CAPT role in promotion is limited to full-time and shared tenure-track appointments to professorial ranks.
- b. Consideration for promotion may be initiated by the department Chair in consultation with the Dean of the Faculty or the CAPT. The Dean of the Faculty in consultation with the Vice President for Academic Affairs may also decide to nominate a candidate for promotion consideration. In such a case, the department is obliged to consider the candidate's credentials and to present its recommendation to the CAPT. Nomination by the Dean of the Faculty for such consideration does not presuppose a successful outcome for the candidate. The Dean of the Faculty initiates promotional consideration in the case of department Chairs. The department Chair or the Dean of the Faculty shall indicate the consultation procedures employed within the department when recommending a promotion.
- c. By March 15th the Dean of the Faculty shall provide department Chairs with a list of faculty in their departments who have been at the rank of Associate Professor for seven years or more. The Dean of the Faculty shall provide the CAPT with a list of all faculty who have been at the rank of Associate Professor

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for seven years or more. All chairs shall assess eligibility of Associate Professors at least every two years after they have served seven years in rank.

d. Candidates being considered for promotion shall be sent a written notice by the Chair of the CAPT that they are candidates for promotion.

e. All full time faculty and those holding shared appointments in the departments concerned and in at least their third year of service (in ranks defined in Faculty Handbook, Part One, V Appointments to the Faculty, Topics A Tenure-track Appointments and C Non-tenure-track Appointments, 2.b, Artist- or Writer-in-Residence) shall be consulted and shall write letters to the Chair. The department Chair must also request letters from program directors and from other department Chairs if the candidate has offered courses in other programs or departments. Individuals writing letters of evaluation for the candidate shall clearly state whether they do or do not recommend promotion, and why, according to the criteria for continued service. The Chair's letter shall present the Chair's individual position as well as the department's. All these letters shall be forwarded to the CAPT.

In the case of a promotion candidate appointed to an ID Program, the ID Program Director shall perform those functions normally assumed by a department chair, and faculty on the ID PPC shall be consulted and shall write letters. All these letters shall be forwarded to the CAPT.

f. Promotion files shall include the following:

i. an updated CV, which makes clear what has been achieved since the last promotion.

ii. all scholarly, creative or professional materials produced since the last promotion; candidates may add some earlier materials for purposes of context--or to show continued growth. Candidates may wish to seek letters from Skidmore colleagues outside their department qualified to speak to their professional accomplishment. Candidates may also wish to include a statement about achievements and works in progress.

iii. the ten most recent consecutive semesters of teaching evaluations. For purposes of context, the candidate may wish to include other evaluations. The candidate shall also add copies of syllabi, and may include assignments and handouts. The candidate may also wish to append a statement about teaching goals and philosophy. The file may include peer evaluations of teaching.

iv. a cover sheet showing courses taught, sabbatical leaves, and any course releases over the previous six years.

v. service credentials presented within the context of the broad statements about service in the Faculty Handbook Part One, Article VI A Tenure Track Faculty, "Community Service." The candidate may wish to provide relevant documents and seek letters from committee Chairs or members who can speak about the quality and extent of service.

g. Candidates for promotion may solicit letters on their behalf from reviewers familiar with their credentials from outside the College. Such letters may come directly to the CAPT, or go to the department Chair and then to the CAPT as part of the candidate's dossier. Letters mandated by the department must also be transmitted to the CAPT.

h. After conducting its deliberations, the CAPT reports its recommendations to the President, the Tc ity-ent must

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C. Artists-in-Residence and Writers-in-Residence

Promotions to Senior or to Distinguished Artist- or Writer-in-Residence are granted by the Board of Trustees upon the recommendation of the Dean of the Faculty after consultation with the Department. Consideration for promotion may be initiated by the Department Chair in consultation with the Dean of the Faculty, or the Dean of the Faculty in consultation with the Department Chair. The Department Chair shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion to Distinguished rank is based upon merit and not guaranteed by years of service.

D. Teaching Associates

Promotion to Senior Teaching Associate is granted by the Board of Trustees upon the recommendation of the Dean of the Faculty after consultation with the Department. The Department Chair shall indicate the consultation procedures employed within the department when recommending a promotion. Promotion is based upon merit and not guaranteed by years of service.

XII. LEAVES OF ABSENCE

A. Sabbatical Leaves of Absence

1. Purpose

Sabbatical leaves of absence are granted by the Board of Trustees upon the recommendation of the Vice President for Academic Affairs to members of the faculty to provide professional experience that cannot be secured during the academic recesses. Sabbatical leaves may be granted for the purpose of advanced study, work on research and creative projects, and for improvement of teaching skills (and for improvement of skills related to librarianship), with the expectation that in each case the College will benefit.

2. Eligibility

All tenured full-time members of the faculty (and Library faculty and Artists-in-Residence who have been reappointed) who have served Skidmore College full-time for six consecutive years are eligible to apply.

a. The required service time may include up to one year's leave without pay, if so stated in the letter(s) granting such leave(s). If a faculty member serves full time for more than six consecutive years, the additional time will shorten the required service time for later sabbatical leaves if the delay in taking a

iii. In addition to the application form, applicants must provide a brief statement of purpose, together with a detailed plan of work to be pursued, a brief statement of prospective value of the project, and plans for publication or exhibition.

iv. Applications must be received by the Dean of the Faculty no later than January 15th of the academic year preceding the desired leave. The Dean's Office will transmit one copy to the Chair of the Faculty Development Committee.

b. Consideration:

i. On or before January 15th of the year preceding the intended leave, the applicant's Chair should submit to the Dean of the Faculty in triplicate an evaluation of the project together with an explanation of departmental arrangements for the applicant's absence. The Dean's Office will transmit one copy to the Chair of the Faculty Development Committee.

ii. Applications will be considered jointly by the Dean of the Faculty and the Faculty Development Committee. The Vice President for Academic Affairs makes recommendations to the Board of Trustees for final approval.

iii. Applicants and their departmental Chairs will be notified by March 1st of the academic year preceding the leave.

c. Reporting

i. Major changes in objectives after the leave has been granted must be reported and may be made only by agreement with the Dean of the Faculty. Petition for such change must be made in writing.

ii. Upon completion of the leave, a final report shall be sent to the Dean of the Faculty, and the Chair of the department, not later than April 15th in the case of first-semester leaves and November 15th in the case of second-semester or full-year leaves.

iii. Failure to file a satisfactory sabbatical report will affect eligibility for future sabbatical leaves.

4. Criteria for Evaluating Proposals

In evaluating applications, the following will be considered:

- a. The worth of the project;
- b. Length of service without leave;
- c. Ease of departmental arrangements;
- d. Financial condition of the College;
- e. Benefit to the individual and the College;

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B. Pre-tenure Paid Research Leaves of Absence

1. Purpose

Pre-tenure paid leaves are intended to provide untenured faculty with opportunities for research in support

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XV. APPOINTMENT AND REVIEW OF DEPARTMENT CHAIRS

A. Criteria for Appointment

1. The appointee shall normally hold the rank of Associate or full Professor.
2. The appointee should have extensive and successful teaching experience.
3. The appointee should have qualities of personal and professional leadership and should have demonstrated evidence of administrative skill.

B. Procedures for Appointment

1. Appointment of a Department Chair is made by the Dean of the Faculty, in consultation with the members of the department concerned.
2. Appointments to the Chair are for one year and are renewable; four to eight years is the normal length of service. A Chair (tenured or untenured) may not be removed as Chair during the course of an academic year except for cause.

C. Procedures for Review

1. Department Chairs shall be reviewed once every four years. In the event of an intervening sabbatical or leave of absence the review will take place in the fifth year. More frequent reviews may take place at the request of the Chair or the Dean of the Faculty. Untenured faculty serving as Chairs at the time of review for reappointment or for tenure shall be reviewed separately as Department Chairs.
2. The review of a Department Chair shall be conducted by the Dean of the Faculty. Each member of the department shall be requested to present a written evaluation to the Dean of the Faculty. All such statements shall be confidential.
3. Student majors in the department shall also be involved in the review of Chairs, each department determining its method of student involvement.

D. Obligations Pertaining to Department Chairs

1. Leadership: The Chair is responsible to the College, to the department, and to the administration for the effective leadership of the department; the Chair is responsible to the department for the effective and accurate representation of its interests and concerns to the administration. Chairs should strive to recruit and maintain faculty who demonstrate excellence both in teaching and professional accomplishment. They should coordinate and stimulate participation in departmental affairs by all faculty and, where appropriate, students, and strive to keep departmental morale high. They should, moreover, maintain sensitivity to the world outside their disciplines and the College, and continually attempt to keep their departments aware of and respons

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2. A Director (tenured or untenured) may not be removed as Director during the course of an academic year except for cause.

C. Procedures for Review

1. Program Directors shall be reviewed by the Dean of the Faculty once every four years. In the event of an intervening sabbatical or leave of absence, the review will take place in the fifth year. More frequent reviews may take place at the request of the Dean of the Faculty. Untenured faculty serving as Directors at the time of review for reappointment or for tenure shall be reviewed separately as Program Directors.

2. The review of a Program Director shall be conducted by the Dean of the Faculty. Each active member of the program shall be requested to present a written evaluation to the Dean of the Faculty. All such statements shall be confidential.

3. Students in the program shall also be involved in the review of Directors, each program determining its method of student involvement.

D. Obligations Pertaining to Program Directors

1. Leadership: The Director is responsible to the College, to the program, and to the administration for the effective leadership of the program; the Director is responsible to the program for the effective and accurate representation of its interests and concerns to the administration. Directors should strive to advocate, promote, and coordinate faculty participation in the program. They should coordinate and stimulate participation in program affairs by all faculty and, where appropriate, students, and strive to keep program morale high. They should, moreover, maintain sensitivity to the world outside their programs and the College, and continually attempt to keep their programs aware of and responsive to the larger educational and social contexts in which they function. Directors should ensure that the interdisciplinary nature of the programs remain central to the mission of the College.

2. Curriculum: The Director, in consultation with other program members, is responsible for the program's course offerings and requirements. Directors, in consultation with teaching faculty and department Chairs, will coordinate the scheduling of courses. The Director should take into account the needs of the students as well as the program in the shaping of the curriculum. The Director has the primary responsibility for advising students in the program and also keeping library and resource materials current.

3. Personnel: The Director, in consultation with appropriate department Chairs, is responsible for seeking out highly qualified candidates to teach in the program. The Director renders guidance and assistance to faculty in the program. The Director has access to teaching faculty's curriculum vitae, syllabi and teaching evaluations for courses in the program. The Director consults with the appropriate department Chair when teaching faculty in the program are eligible for reappointment, tenure, and promotion.

In the case of tenure-track appointments to programs, the Director consults with the Dean of Faculty on the formation of a Program Personnel Committee, and the Director (in consultation with the ID PPC) performs those functions normally assumed by a Chair in recruitment, support, and evaluation of tenure-track faculty with regard to search procedures, appointment, reappointment, promotion, tenure, sabbatical and leave, salary recommendations, faculty development and mentoring, as well as annual letters of evaluation as described in Handbook: Part 1, Article V., B. and Article XV., D., 3. above.

4. Communication: The Director should foster effective intra- and inter-program communications among all students, faculty, and administrators, making clear to these constituencies the nature of all program policies and procedures. The Director is responsible for keeping the catalogue description of the program

5. Support: The Director, in consultation with the Dean of the Faculty and the appropriate department Chair, if relevant, shall make necessary budgetary provisions for teaching aids such as films, records, slides, videotapes, software, etc., for duplicating equipment, for field trips, and for proper secretarial and student assistance.

E. Procedures for Evaluation of Directors Tenure-track or Tenured to a Department

1. If the candidate is tenure-track or tenured to a department, the department Chair shall take into account the candidate's contributions to the program in writing the annual (or in the case of tenured faculty, tri-annual) letter of evaluation. (For candidates tenure-track to a program, see Handbook Part I., Article V., Appointments to the Faculty, Topic B. Tenure-track Appointments to ID Programs.)
2. In all personnel decisions, the department Chair shall consult in writing the faculty who have been active in the program during the last two years to gather evidence on the performance of the candidate in the

FACULTY RIGHTS AND RESPONSIBILITIES

D. During the interim between the introduction of the proposal at a faculty meeting and the faculty vote, CEPP shall arrange for at least one faculty information meeting.

E. The President shall report the faculty action to the Board of Trustees when making a recommendation for final action.

XVIII. TERMINATION OF FACULTY STATUS DUE TO THE ELIMINATION OF A DEPARTMENT

Following a decision to eliminate a department according to the procedures in Part One Faculty Rights and Responsibilities, Article XVII Establishment or Elimination of a Department, untenured faculty will have the right to satisfaction of their current contract except that they will not have the right to tenure consideration. Tenured faculty should be placed in other positions at the College whenever possible, but failing that, should receive a minimum of two years notice prior to termination.

XIX. ESTABLISHMENT OR ELIMINATION OF A MAJOR

The authority to establish or eliminate a major is vested in the Faculty, the Board of Trustees, and the New York State Education Department. Establishment or elimination of a major is accomplished according to the following procedures:

A. A proposal to establish or eliminate a major shall be made first to the Curriculum Committee by members of the Faculty. The proposal shall be accompanied by a complete rationale based on academic concerns.

Faculty, the Dean of Student Affairs, the Dean of Studies, the Dean of Special Programs, the Registrar and Director of Institutional Research, the Senior Associate Director of Admissions, the Director of University Without Walls, the Director of Master of Arts in Liberal Studies, the Director of Summer Sessions and Summer Special Programs, the Dayton Director of the Tang Teaching Museum and Art Gallery, the Malloy Curator of the Tang Teaching Museum and Art Gallery, and such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with the CAPT and with the concurrence of the Faculty.

d. and such other administrative officers as may be appointed to the Faculty by the Board of Trustees upon recommendation of the President after consultation with the CAPT and with the concurrence of the Faculty.

2. A voting member of the faculty who is on leave of absence may vote in faculty meetings. Faculty members on leave will be notified of faculty meetings only through normal College channels.

3. Proxy votes and absentee ballots are not allowed in faculty meetings.

D. Eligibility to Attend

1. Teaching associates departmental assistants, part-time faculty and administrators without faculty status are invited to attend and participate in faculty meetings, on a permanent or temporary basis, but without a vote.

2. The following students are also invited to attend but without a vote: six students to be selected in a manner determined by the Student Senate, students on faculty and all-college committees when items relevant to their committees are on the agenda, one representative from the Skidmore Radio Station, one representative of the Skidmore Television Station, and one representative of the Skidmore News.

Article II. The Presiding Officer

A. The President shall preside over the Faculty Meeting. In the absence of the President, the presiding officer will be in successive order

1. The Vice President for Academic Affairs;
2. The Dean of the Faculty;
3. The Chairperson of the Faculty Executive Committee;
4. A member of the Faculty.

Meati

FACULTY GOVERNANCE

1. votes on matters of policy (see Article VII, A);
2. votes to suspend the rules;
3. votes to go into executive session (see Article VII, B);
4. votes to amend the by-laws.

B. The quorum shall be 75 members.

Article V. The Right to Speak

A. At Faculty Meetings

1. The chairperson shall not speak to a motion while occupying the chair.
2. Other persons may speak only when recognized by the chair.
3. The speaker should address the chair.
4. The speaker should limit the length of remarks to a reasonable length (observing the guideline of two minutes).
5. A person may speak once on a motion and may speak a second time only after all other persons wishing to speak have spoken once. The only exception is that the maker of the motion has the privilege to be the final speaker before the vote.
6. The speaker should have the floor, but should not assume the chair.
7. The speaker shall not be interrupted except for the following:
 - a. Point of order- raised to question any proceeding or motion that a member believes is in violation of the rules. The chair rules on the validity of the point and the ruling may be appealed. An appeal must have a second. The decision of the chair is sustained by a majority or tie vote.
 - b. Point of personal privilege- raised concerning the rights, reputation, comfort, safety or conduct of a member.
 - c. Point of information- a request of the chair for an answer concerning the background or content of a motion vote.
 - d. Parliamentary Inquiry- a request of the chair for information concerning parliamentary law. The chair may refer this to the parliamentarian.
 - e. Permission to withdraw a motion.
 - f. Call for a division of the assembly to retake a vote.
8. When a motion is presented, it is customary that there be a period of questions and answers to clarify the motion before it is more formally debated. Explanatory comments and clarification at this time are not considered speaking to a motion. At any time, the faculty may entertain a motion to consider a motion, subject, or problem informally (see V.C.1).

B. Committee of the Whole. This device enables the Facu(B)7(.).6(.).1()~7(t)8(he floor, a)7(-m,7(e)6(vic)6(e)J0 T0 Tc 0l)8(e)-1(s8(he)7n(e)7w)-7(n)-

FACULTY GOVERNANCE

E. If passed, the amendment shall go immediately into effect.

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Addendum
Summary Table of Rules Relating to Motions

Explanation of the Table. A star shows that the rule heading the column in which it stands applies to the motion opposite to which it is placed; a blank shows that the rule does not apply; a figure shows that the rule only partially applies, the figure referring to the note showing the limitations. Take, for example, "Lay on the Table," the Table shows that it is "undebatable" and "cannot be amended," and that an affirmative vote on it "cannot be reconsidered," -the four other columns containing blanks show that this motion does not "open the main question to debate," that it does not "require a 2/3 vote" that it does "require to be seconded," and that it is not "in order when another member has the floor."

Undebatable

FACULTY GOVERNANCE

Notes

1. Every motion in this column has the effect of suspending some rule or established right of deliberative assemblies, and therefore requires a two-thirds vote, unless a special rule to the contrary is adopted.

2. Undebatable if made when another question is before the assembly.

3. An Amendment may be either 1. By "adding"; or 2. By "striking out" words or paragraphs; or 3. By

3. An Amendmqui(ble)6(if m)13(a)-1(de)6(wh)-7(RN)6(ANC7("al-1.1ows(b18 0 6bu0 8.6(so-1.1¶)-0007 i.)t -1.q quest)8(ion i)87()- upi8 0 n .. i TD(



A. Voting rights and eligibility: Only full-time members of the teaching or library faculty eligible to vote at faculty meetings (see Part One Faculty Rights and Responsibilities, Article XX Faculty Governance) may vote for, or serve as, faculty representatives on elective or appointed committees; administrators with faculty status are not eligible. Voting members of the faculty who are on leave of absence may vote in faculty committee elections, but are not expected to serve on committees while on leave. It is understood that ballots for committee elections will be distributed only through normal College channels and that deadlines for return of ballots will not be extended for faculty on leave. The faculty members of the following committees are nominated and elected by the faculty: FEC, IPPC, CAPT, CEPP, Curriculum, Tenure Review Board, CAFR, Honors Council

II. COMMITTEES OF THE FACULTY

A. Voting rights and eligibility: Only full-time members of the teaching or library faculty eligible to vote at faculty meetings (see Part One Faculty Rights and Responsibilities, Article XX Faculty Governance) may vote for, or serve as, faculty representatives on elective or appointed committees; administrators with faculty status are not eligible. Voting members of the faculty who are on leave of absence may vote in faculty committee elections, but are not expected to serve on committees while on leave. It is understood that ballots for committee elections will be distributed only through normal College channels and that deadlines for return of ballots will not be extended for faculty on leave. The faculty members of the following committees are nominated and elected by the faculty: FEC, IPPC, CAPT, CEPP, Curriculum, Tenure Review Board, CAFR, Honors Council

FACULTY GOVERNANCE

committees; it provides advice and oversight of procedures regarding faculty appointments to search

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Membership: Six faculty members, two of whom must be tenured, each from a different department, elected to serve three-year terms, the Dean of the Faculty, the Dean of Student Affairs, and two students selected by SGA. CEPP may appoint such subcommittees from among its members or from the College community at large as it deems helpful to facilitate its work.

FACULTY GOVERNANCE

7. TENURE REVIEW BOARD - Elected

Function: To review a negative tenure recommendation at the request of the candidate. In the event that the Tenure Review Board determines that a tenure case requires reconsideration, the three members of the TRB will sit together with the six members of the CAPT, as the Tenure Appeal Committee, to reconsider the case.

Membership: Three tenured faculty members, each elected to serve a three-year term. All members of the Board must have been tenured for at least two years. No two members may be from the same department. Faculty currently serving on the CAPT, CAFR or the Diversity and Affirmative Action Committee are not eligible. No member of the Tenure Review Board may sit for the review of a candidate in his/her department. The FEC will provide replacements for such reviews as needed.

8. TENURE APPEAL COMMITTEE

Function: To review a negative tenure recommendation at the request of the Tenure Review Board.

Membership: The six members of CAPT plus the three members of the Tenure Review Board. No member of the Tenure Appeal Committee may sit for the review of a candidate in his/her department. The FEC will provide replacements for such reviews as needed.

9. HONORS COUNCIL - Elected

Function: The ongoing responsibilities of the Honors Council include reviewing applications for membership and inducting new members, monitoring the eligibility standards for current members, planning and sponsoring academic and co-curricular events, developing a sufficient number of courses and co-curricular events for inclusion among the "honors" resources, communicating with the wider community of students and faculty regarding Forum opportunities and the achievements of honors (and other) students, and assessing the effectiveness of the Honors Forum in achieving its goals.

Membership: Four faculty, three elected for three-year terms and one who chairs the Council and serves as director of the Honors Forum for a four-year term; the Associate Dean of Student Affairs; the Dean of Studies; the Associate Dean of the Faculty; the President or a designated representative of the Periclean Honor Society; two other students appointed from members of the Forum; one student selected by SGA.

Comment [MEK15]: FEC 4-28-06 motion

10. UNIVERSITY WITHOUT WALLS COMMITTEE - Elected

Function: To participate in all aspects of the UWW by determining academic policies and procedures, admitting and dismissing students, approving degree plans and final project proposals, and making recommendations for degrees; to advise on all matters of administrative policy and to assist in the further direction of the program.

Membership: Four faculty members elected to serve three-year terms, and one library faculty member, appointed in consultation with the Director of UWW and the College Librarian, to serve a three-year term; the Dean of Special Programs; and the Director and Academic Advisors of UWW.

11. EXTERNAL MASTER OF ARTS COMMITTEE (EMAC) - Elected

Function: To participate in all aspects of the External Master's Program (EMP) by determining academic policies and procedures, admitting and dismissing students, approving core seminars, approving degree plans and final project proposals, making recommendations for degrees, and recommending faculty selection; to advise on all matters of administrative policy and to assist in the further direction of the program.

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Membership: Four faculty members elected to serve three-year terms, and one library faculty member, appointed in consultation with the Director of EMP and the College librarian, to serve a three-year term; the Dean of Special Programs, the Vice President for Academic Affairs and Dean of the Faculty or his/her designee and the Director and Academic Advisor of the EMP.

FACULTY GOVERNANCE

2. Students who, because of emergencies, have been unable to take their examinations on the scheduled

- c. Summaries shall be made available each term to the faculty being evaluated.
- d. The evaluations shall be available to the Dean of the Faculty, to the Vice President for Academic Affairs, and to the President for their examination during consideration of reappointment, tenure, promotions, or salary advancement. In addition, the evaluations shall be available to CAPT for its examination during consideration for reappointment, promotions, or tenure.
- e. Faculty members have a right to receive fair and honest evaluations. A faculty member who feels this right has been violated may pursue the matter through any of several channels (Department Chair, Dean of

COLLEGE GOVERNANCE

PART THREE

ALL-COLLEGE GOVERNANCE

I. ALL-COLLEGE COMMITTEES

A. Preamble

In addition to serving on faculty committees, as described in Part Two, and in departmental governance, faculty members participate in college governance by serving on a variety of committees (collectively referred to as "All-College Committees") whose function lies outside of the exclusive purview of the faculty, and whose membership includes representatives of the faculty, the administrative/professional

Student Affairs as Chair, and two students serving on the Integrity Board who were not party to the initial hearing.

3. DIVERSITY AND AFFIRMATIVE ACTION COMMITTEE - Appointed

Function: To advise the President on Diversity and Affirmative Action policy, to consult with the Diversity and Affirmative Action Officer, to review annually the College's Diversity and Affirmative Action program including the sexual harassment policy and submit specific recommendations for improvement, to hear concerns from any member of the College community relating to alleged discrimination based on race, color, religion, sex, disability, age national or ethnic origin, sexual orientation or concerns relating to sexual harassment, to implement ongoing educational programs and to review discrimination and sexual harassment complaints as directed by the Director of Diversity and Affirmative Action in order to provide the College community with information about diversity and affirmative action policies and issues, including sexual harassment.

Membership: Two full-time faculty members, two support staff, two administrators, all appointed by the President and who serve a three-year term for no more than two consecutive terms; two students appointed by the President for a two year term renewable for a third year; the Assistant to the Dean of Students for Multicultural Students (ex officio with vote) who shall maintain a liaison with the Dean of Students; the Director of Diversity and Affirmative Action (ex officio with vote), and the Director of Human Resources (ex officio with vote). Other members of the College community, for example the Assistant to the President, may be invited to attend without a vote.

4. HONOR CODE COMMISSION - Appointed

Function: To coordinate and conduct Honor Code workshops for first-year students and transfers; and in its capacity as a commission, to help educate all students as to what constitutes an honor violation, to support efforts to implement the Honor Code through the Honor Code Statement, and to recommend changes in the Honor Code System.

Membership: The Student Honor Code Educator as Chair, the SGA Vice President for Academic Affairs, one student representative at-large, one faculty representative at-large, and one representative from each of the judicial boards (Integrity Board, and Board of Appeals). The faculty member will be appointed to a three-year term.

5. THE INFORMATION RESOURCES COUNCIL (IRC) - Appointed

Function: To recommend to the College policies and plans regarding information resources, including their ongoing assessment and renewal, and thereby to serve as the College's chief policy-recommending and planning body for information resources; to provide a forum in which the senior administration of the College, the directors of the various information resource centers, and the users of information resources may engage in substantive deliberations to ensure that the College reaps fully the benefits of modern integrated information resources and external networks; to review and revise the College's long-range plan for information resources on a regular basis. The IRC may appoint task forces to address particular aspects of its mission as it deems appropriate. In instances where faculty will be appointed to such task forces, the IRC will inform the FEC of the appointments. In the case of educational policy and planning issues, including issues concerning the library, the IRC will coordinate its consideration of such issues with that of CEPP and will submit proposals for CEPP's approval. Ordinarily, meetingsppoihtet7 (B)7(o)-7(a)6(rd, 82m1(i)8oPpenn)-7(1 TD*[F521.171[F64 TD{5. T

COLLEGE GOVERNANCE

or Associate Dean of Student Affairs, serving as Judicial Counsel (non-voting). The student co-chair not party to an anticipated hearing, works with Judicial Counsel. (Note: Members of the Integrity Board also serve on the Board of Appeals.)

Students chair all Integrity Board hearings. In academic integrity cases, a hearing requires two faculty members, four students, including the chair, and one staff member, and the Dean of Studies serves as Judicial Counsel. In social integrity cases, a hearing requires one faculty member, four students, including the chair, and one staff member, and the Associate Dean of Student Affairs serves as Judicial Counsel.

III. THE HONOR SYSTEM

A. The Contract

1. The Skidmore Honor System was established at the request of the student body in 1921. Each student, in accepting admission to Skidmore College, agrees to the following contract with the College:

I hereby accept membership in the Skidmore College community and, with full realization of the responsibilities inherent in membership, do agree to adhere to honesty and integrity in all relationships, to be considerate of the rights of others, and to abide by the College regulations.

The faculty and staff share with students the responsibility for protecting the community from violations of the honor system by exerting a positive influence to prevent harmful conduct in either academic or social situations and by taking appropriate measures to prevent recurrences if they are aware of violations of the Community Standards. Every faculty member should be conscious of the obligation inherent in accepting a position at Skidmore to assist the students in upholding the honor system. Faculty members are asked to read carefully the entire section on the honor system as outlined in the Student Handbook.

3. Instructors should bring a copy of the following Honor Code Statement to every test or examination:

I have not witnessed any wrongdoing nor have I personally violated any conditions of the Skidmore College Honor Code while taking this examination.

Students should hand-write this statement on their exam booklets or papers and sign the statement if it is true. Failure on the part of the student to write the statement or to sign it indicates that the faculty member responsible should speak to the student about possible Honor Code violations.

4. It is essential that there be mutual confidence and understanding between faculty and students. Faculty members can help students by discussing with them desirable forms of cooperation and assistance among students and by showing them the difference, for example, between mere copying from sources and legitimate use of reference material. Any problems or questions which arise relating to the application of the honor system should be discussed with the Dean of Studies.

B. Violations of Honor Contract

1. In case an academic infraction of the honor system comes to the attention of a member of the faculty, the situation should be dealt with in one of the following ways:

a. the matter may be handled directly with the individual concerned if the faculty member believes that the best results can be achieved in this way, that any recurrence of the offense is unlikely, and the student acknowledges responsibility. The faculty member's response should be shaped by the sections of the Academic Information Guide and the Student Handbook on "Academic Integrity: Definitions and Guidelines for Penalties."

COLLEGE GOVERNANCE

BENEFITS

1. The Skidmore College Supplemental Retirement Plan is available to those eligible employees who were in the College's employ on November 15, 1990. All such employees were vested in the plan's basic benefit after five (5) full years of service to the College. Employees between the ages of 55 and 63, with 12 or more years of service, may elect to retire and receive a supplemental benefit in addition to their basic retirement benefit.

Comment [MEK24]: Kathy Carter in HR, 8-14-06

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For full plan details please refer to the *Early Retirement Plan Summary Plan*, which can be obtained from Human Resources.

D. Phased Employment

The Phased Employment Program was designed for faculty who, through a pre-retirement reduction of their full-time teaching commitment, can gradually phase into retirement over a period of years. Participation in the program is not an entitlement. The program is voluntary for both the employee and College, and all terms or arrangements will be mutually agreed upon and documented.

Participants must be in active status or on an approved leave of absence to apply for this benefit. The employee's age and length of service must combine to equal not less than 70, with a minimum age of 50 and a minimum of 15 years of employment. All participants must retire at the completion of the agreed upon period.

Faculty who are full-time for the entire academic year and who meet the above criteria are eligible to apply for this program. Further details may be obtained from Human Resources or at the following web address:

<http://www.skidmore.edu/administration/hr/Download/PhasedEmployment.pdf>

F. Post-Retirement Health Benefits

Different levels of health care benefits are provided to those employees who are considered retirees of the College. A full description of these benefits may be obtained from Human Resources or at the following web address:

<http://www.skidmore.edu/administration/hr/Policies/Policies.htm>

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PART FIVE

THE ADMINISTRATION

I. THE PRESIDENT

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III. THE VICE PRESIDENT FOR ADVANCEMENT

The Vice President for Advancement is elected by the Board upon the nomination of the President and is the chief officer under the President for Development, Communications, and Alumni Affairs. The Vice President for Advancement is responsible for all duties assigned by the President which, typically, include development of institutional support and resources, oversight of the College's communications and marketing efforts, and the coordination of programming for alumni.

IV. THE VICE PRESIDENT FOR ACADEMIC AFFAIRS

A. The Office of the Vice President of Academic Affairs

The Vice President for Academic Affairs (VPAA) is appointed by the Board of Trustees upon the nomination of the President and serves as the College's Chief Academic Officer. In this capacity the VPAA advises the President on all issues that fall within the wide purview of academic matters with regard to personnel, budget, and curriculum. The VPAA has administrative responsibility for addressing such issues. Additional matters may be assigned by the President. The VPAA represents the President to both internal and external constituencies at the behest of the President and normally serves as the Acting

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V. THE DEAN OF THE FACULTY

The Dean of the Faculty (DOF) is appointed by the Vice President for Academic Affairs and is responsible |
for all matters assigned by the Vice President for Academic Affairs, which generally include the following:

cultivates the College's relationship to surrounding communities and regions through educational programming. During the summer months, the Dean of Special Programs supervises a broad range of innovative programs as well as the use of academic and residential facilities.

The Dean of Special Programs appoints the Director of the Masters of Arts in Liberal Studies program and the Director of the University Without Walls. Each is responsible for all operations under his/her auspices. The Dean appoints the Director of Summer Conferences and Community Education, who is responsible for partnership and hosting relationships, including the use of residential facilities during the summer; the Director of Summer Sessions and Summer Special Programs, who is responsible for pre-college and college-level credit-bearing programs; and the Director of Development for the Office of the Dean of Special Programs, who is responsible for resource mobilization across Special Programs. The Dean appoints all program and institute directors, as well as faculty for summer programs.

VI. THE DEAN OF STUDENT AFFAIRS

The Dean of Student Affairs is responsible for all matters assigned by the President, which include all student life programs at the College. Together with his/her staff, the Dean is responsible for athletics, residential life policies and programs; counseling and health services; student participation in college governance; social, recreational, and cultural programming; career planning; religious life programs; international and ALANA student concerns.

The Dean and his/her staff work with the Dean of the Faculty to create effective programs for student and faculty orientation and academic support services.

The Dean of Student Affairs appoints the Associate Dean of Student Affairs and Director of the Office of Student Academic Services. He/she is responsible for all matters assigned by the Dean of Student Affairs, including the HEOP/AOP programs and academic support services. He/she works with faculty, the DOS, the Director of FYE, the Registrar, and other administrative offices to promote academic success.

The Dean of Student Affairs appoints the Associate Dean of Student Affairs and Director of Residential Life. He/she is responsible for all matters regarding student life assigned by the Dean of Student Affairs, which typically include Residential Life and the Social Integrity Board. The Associate Dean also works with the DOS, Director of FYE, Campus Safety, Facilities, Health Services, the counseling Center, and Dining Services to promote student health, safety, engagement, and satisfaction.

The Dean of Student Affairs appoints the Associate Dean of Student Affairs and Director of Campus Life. He/she is responsible for all matters regarding student life assigned by the Dean of Student Affairs, which typically include Leadership Activities, Religious Life, volunteer and Community Service, the Intercultural Center, and ALANA Student Affairs. The Associate Dean also works with the DOS, Director of FYE, and the Honors Forum in the pursuit of academic excellence.

VIII. THE DEAN OF ADMISSIONS AND FINANCIAL AID

The Dean of Admissions and Financial Aid is appointed by the President and sits on the President's staff. He/She holds broad responsibility for managing the recruitment, admission, enrollment and retention of a talented and diverse student body. The Dean also oversees those publications of the Honors Forum in the FYE, Ca

confidentiality in not discussing the report with any individuals outside the CAPT, or disseminating its contents in any manner.

6. The CAPT will have the responsibility of monitoring the review process.

Confidentiality:

It is extremely important that the rights of both the Officer being reviewed and those providing comments be protected. Strict rules of confidentiality are therefore necessary.

1. All proceedings of the Review Committee will be held in the strictest confidence. Members of the committee will be asked to accept the same code of confidentiality that is adopted by the members of CAPT and CAFR.
2. Evaluations received by the committee will be kept in confidence. The President will have access to all evaluation materials. The Officer being reviewed will not see them and they will be filed in a sealed, confidential file in the Office of the President for a minimum of three years or as long as the person under review continues in his or her position. The file will then be destroyed.
3. The final summary report of the committee will also be kept in confidence and will be held in the same sealed file with the evaluations for a minimum of three years or as long as the person under review continues in his or her position. It will not be shown to anyone other than the members of the original review committee, the President and the officer being reviewed. Members of a review committee for a particular officer shall not have access to previous reviews of that officer. However, the officer being reviewed may, if he or she chooses, share parts or all of the summary report with others.

Changes in Procedure:

Changes in these procedures must be agreed upon by CAPT and the President.